

# **State of Alaska FY2007 Governor's Operating Budget**

## **Department of Corrections Institution Director's Office Component Budget Summary**

## Component: Institution Director's Office

### Contribution to Department's Mission

Provides overall leadership to support the incarceration and supervision of in-custody offenders.

### Core Services

Plan, direct, organize and control activities of the Division.

End Results	Strategies to Achieve Results
<b>A: The public is safe from offenders in the Department's custody.</b>  <u>Target #1:</u> Reduce the number of prisoners who walkaway/escape. <u>Measure #1:</u> The number of prisoners who walkaway/escape.	<b>A1: Institutions are fully security equipped and fully staffed with trained officers.</b>  <u>Target #1:</u> Increase the number of filled Correctional Officer positions at all institutions. <u>Measure #1:</u> Number of filled Correctional Officer positions.
End Results	Strategies to Achieve Results
<b>B: Successful re-entry of released prisoners.</b>  <u>Target #1:</u> Increase number of offenders currently without a high school diploma or General Education Development (GED) who receive a GED while in custody. <u>Measure #1:</u> Number of offenders receiving a GED while in custody.  <u>Target #2:</u> Increase the number of Residential Substance Abuse Treatment (RSAT) enrollees completing the RSAT program. <u>Measure #2:</u> Number of Residential Substance Abuse Treatment (RSAT) enrollees completing the RSAT program.  <u>Target #3:</u> Increase the amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities. <u>Measure #3:</u> The amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.	<b>B1: Increase behavioral interventions and referrals.</b>  <u>Target #1:</u> Increase the number of offenders currently without a High School Diploma or General Education Development (GED) who receive a GED while incarcerated. <u>Measure #1:</u> Number of offenders who receive a GED while incarcerated.  <u>Target #2:</u> Reduce the percent of average vacancy in the Residential Substance Abuse Treatment (RSAT) programs by 5%. <u>Measure #2:</u> Percent of average vacancy in the Residential Substance Abuse Treatment (RSAT) programs.  <u>Target #3:</u> Increase the amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities. <u>Measure #3:</u> The amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.

### Major Activities to Advance Strategies

- Continue Director's audits and security inspections of facilities.
- Negotiate and enforce contracts for housing offenders with same standards of care as in Alaska Department of Corrections.

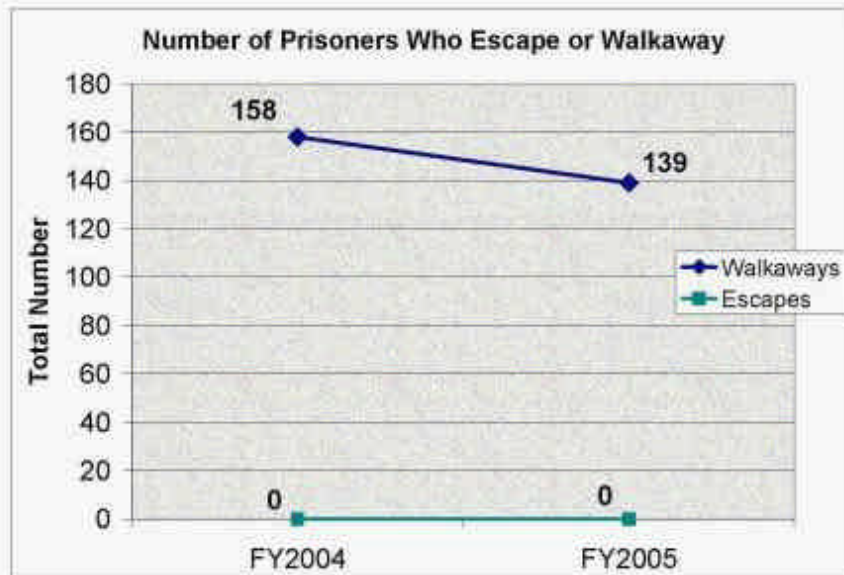
## FY2007 Resources Allocated to Achieve Results

FY2007 Component Budget: \$1,203,400

**Personnel:**

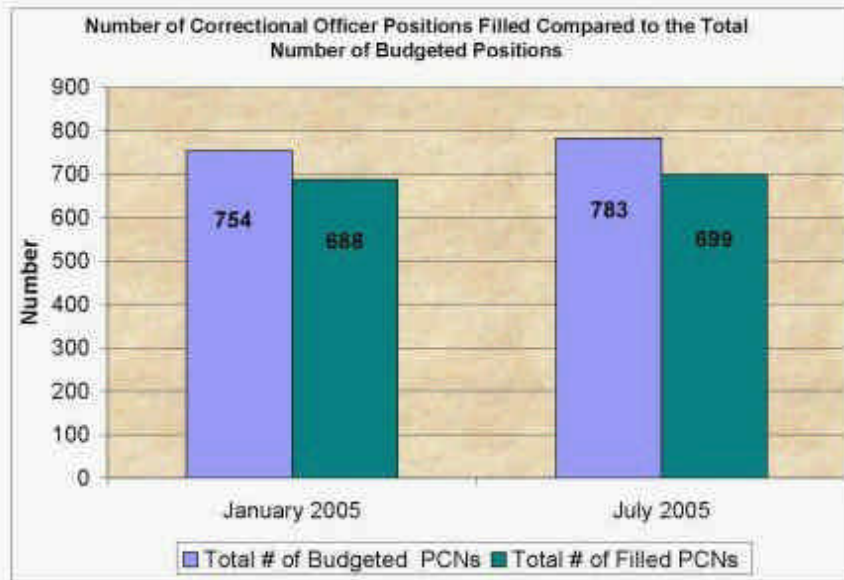
Full time	6
Part time	0
<b>Total</b>	<b>6</b>

## Performance Measure Detail

**A: Result - The public is safe from offenders in the Department's custody.****Target #1:** Reduce the number of prisoners who walkaway/escape.**Measure #1:** The number of prisoners who walkaway/escape.

**Analysis of results and challenges:** The Department is achieving the target of reducing the number of prisoners who walkway or escape. The total number of escapes from the department institutions in FY2005 was zero. The total number of walkaways in FY2005 from Community Residential Centers (CRCs) was 139. The total number of escapes in FY2004 was zero and the total number of walkaways from CRCs was 158. A prisoner at a CRC can attempt to walkaway while they are going to treatment or completing community work service. The strategy to reduce walkaways from the CRCs in FY2005 includes increased audits of the facilities to monitor staffing levels and security. These audits are currently underway.

**A1: Strategy - Institutions are fully security equipped and fully staffed with trained officers.****Target #1:** Increase the number of filled Correctional Officer positions at all institutions.**Measure #1:** Number of filled Correctional Officer positions.

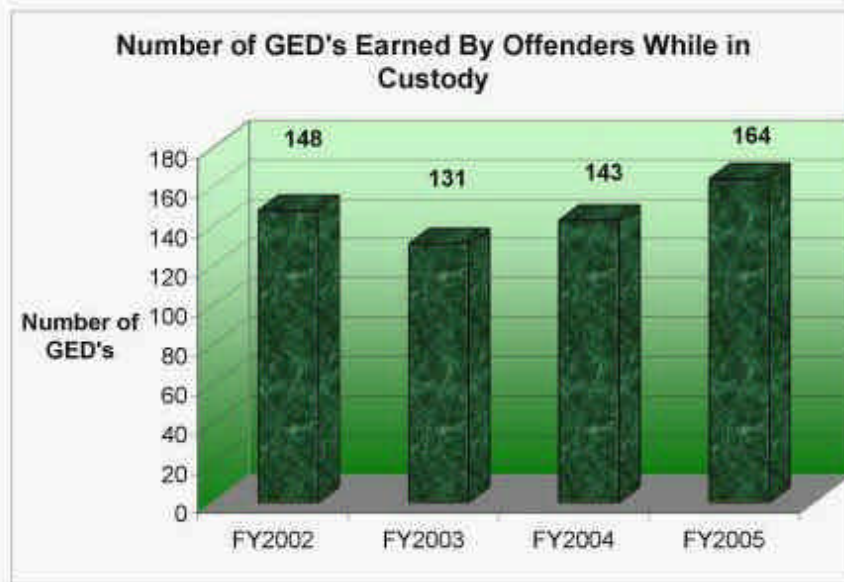


**Analysis of results and challenges:** The Department is continuing its effort to increase the number of filled Correctional Officer positions at all institutions. This measure only accounts for Correctional Officer I/II/III's. The Department has had a difficult time hiring and retaining Correctional Officers. The Department and the Special Recruitment Unit in the Department of Administration have instituted streamlined recruitment and hiring processes to shorten the amount of time between application and employment. A recruitment campaign to increase the pool of available applicants has been initiated.

## **B: Result - Successful re-entry of released prisoners.**

**Target #1:** Increase number of offenders currently without a high school diploma or General Education Development (GED) who receive a GED while in custody.

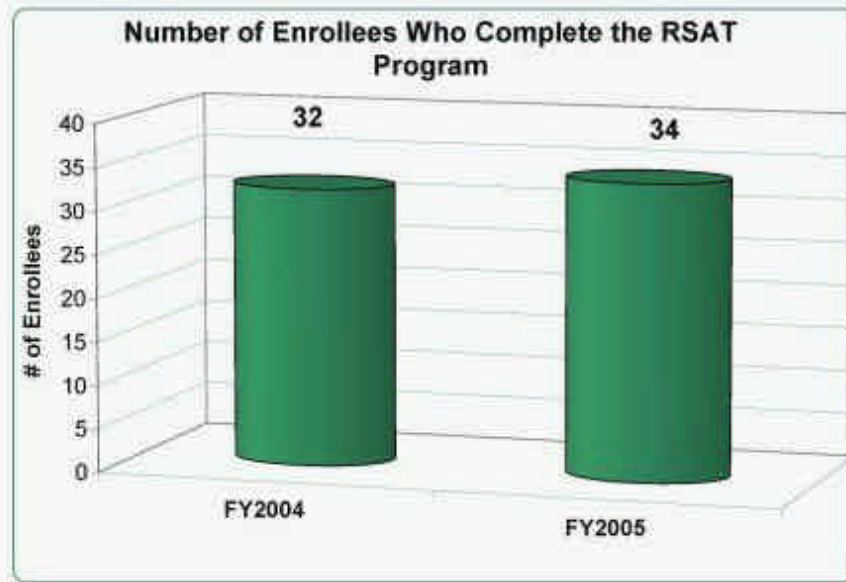
**Measure #1:** Number of offenders receiving a GED while in custody.



**Analysis of results and challenges:** The Department is achieving the target of increasing the number of offenders who receive a General Education Development (GED) while in-custody. In FY2005 the total number of offenders who were in-custody and received a GED was 164. This compares to 143 in FY2004, 131 in FY2003 and 148 in FY2002. The higher number in FY2002 reflects a change in the test in FY2003 and a number of offenders took the older version to avoid the new test. One challenge the Department faces with trying to increase the number of offenders who earn their GED is to identify offenders who have not earned their GED or High School Diploma, since education is self reported by the offender.

**Target #2:** Increase the number of Residential Substance Abuse Treatment (RSAT) enrollees completing the RSAT program.

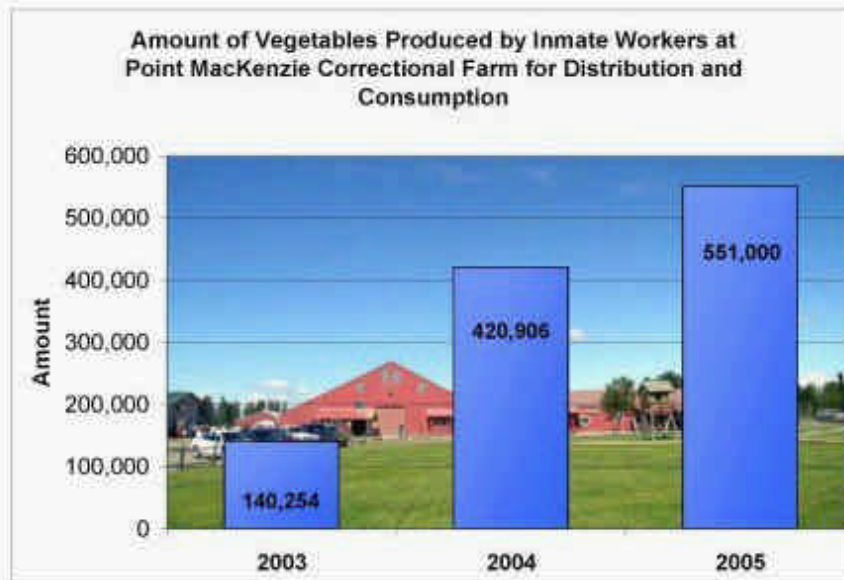
**Measure #2:** Number of Residential Substance Abuse Treatment (RSAT) enrollees completing the RSAT program.



**Analysis of results and challenges:** The Department is achieving its target of increasing the number of Residential Substance Abuse Treatment (RSAT) enrollees completing the program. In FY2005 there were 34 enrollees who completed the RSAT program. In FY2004 there were 32 enrollees who completed the RSAT program. The annual average will fluctuate since the program requires a full 16 months to complete. The RSAT program is open-ended, this means inmates are admitted individually and discharged based on individualized plans. In FY2005 the RSAT program in Wildwood Correctional Center was not fully staffed; as a result beds were not filled to capacity. At the end of FY2005 the Department obtained a new contract, which has improved recruitment issues and help maintain a full staff. As well as not being fully staffed, female inmates are given the option of enrolling in the RSAT program. According to female inmates, the previous RSAT program was perceived to be difficult and intimidating. The new contract has changed that perception and has steadily increased the women's enrollment.

**Target #3:** Increase the amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.

**Measure #3:** The amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.

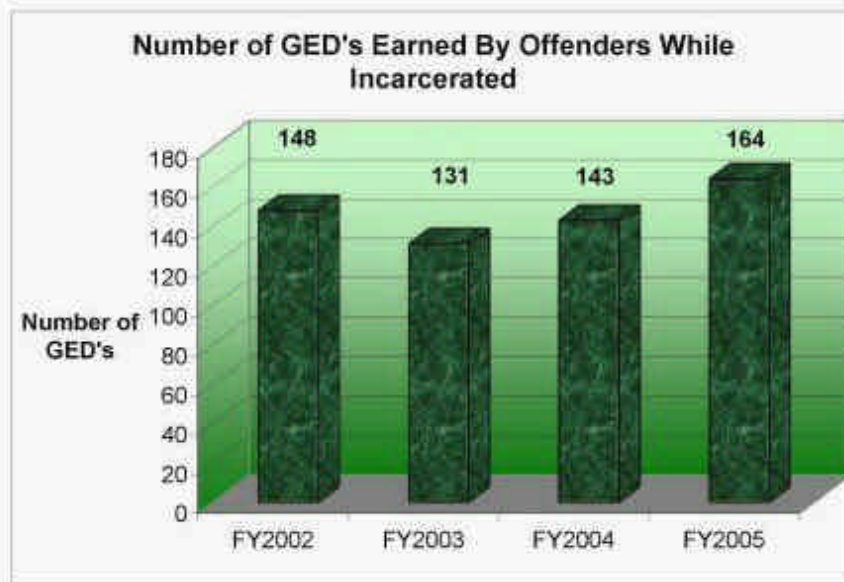


**Analysis of results and challenges:** Point MacKenzie produces vegetables including but not limited to potatoes, radishes, squash and tomatoes. Inmate workers do the work such as weeding, digging, watering, and tending to the fields and the green house. Vegetables are started in the green house and then transplanted to a 10-acre garden. Starting in mid July the workforce begins harvesting. All of the vegetables are moved from the fields and prepared for processing. A processing-crew is responsible for the cleaning, blanching, freezing, and shipping the vegetables. Inmate workers learn valuable skills and work ethics for future employment. The Department is achieving the target of increasing the amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities. Challenges for the inmate workers are weather conditions such as frost, rainfall and high temperatures that affect the vegetables growth. For example if a major frost occurs before the harvest many pounds of vegetables can be lost.

### **B1: Strategy - Increase behavioral interventions and referrals.**

**Target #1:** Increase the number of offenders currently without a High School Diploma or General Education Development (GED) who receive a GED while incarcerated.

**Measure #1:** Number of offenders who receive a GED while incarcerated.



**Analysis of results and challenges:** The Department is achieving the target of increasing the number of offenders who receive a General Education Development (GED) while incarcerated. In FY2005 the total number of offenders who were incarcerated and received a GED was 164. This compares to 143 in FY2004, 131 in FY2003 and 148 in FY2002. The higher number in FY2002 reflects a change in the test in FY2003 and a number of offenders took the older version to avoid the new test. One challenge the Department faces with trying to increase the number of offenders who earn their GED is to identify offenders who have not earned their GED or High School Diploma, since education is self reported by the offender.

**Target #2:** Reduce the percent of average vacancy in the Residential Substance Abuse Treatment (RSAT) programs by 5%.

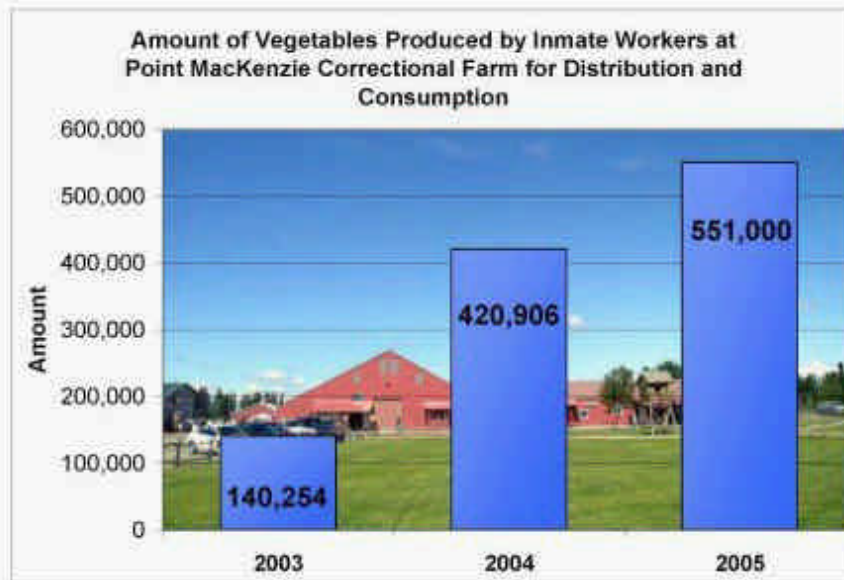
**Measure #2:** Percent of average vacancy in the Residential Substance Abuse Treatment (RSAT) programs.



**Analysis of results and challenges:** In FY2005 there was an average vacancy of 18% in the Residential Substance Abuse Treatment (RSAT) programs, an increase of 7% from FY2004. In FY2004 the average vacancy was reduced by 7% from FY2003. The RSAT program is open-ended, this means inmates are admitted individually and discharged based on individualized plans. One reason for the higher vacancies in FY2005 was, the RSAT program in Wildwood Correctional Center was not fully staffed. As a result beds were not filled to capacity. At the end of FY2005 the Department obtained a new contract, which has improved recruitment issues and help maintain a full staff. As well as not being fully staffed, female inmates are given the option of enrolling in the RSAT program. According to female inmates, the previous RSAT program was perceived to be difficult and intimidating. The new contract has changed that perception and has steadily increased the women's enrollment.

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## Key Component Challenges

Manage prisoner overcrowding with disproportionate percentage of unsentenced offenders who have court obligations that require them to remain at the remanding facility.

Provide safety, security, and consistency in daily operations when inmate counts are higher than facility capacity.

Recruit, hire and retain a workforce of well-trained officers to meet the challenge of public protection.

Reduce the ongoing deterioration of the facility and backlog of deferred maintenance that continue to negatively impact daily operations.

Prisoner population continues to drive exceptional transportation and medical cost in an attempt to assure appropriate prisoner care and institutional safety. The prisoner population has steadily increased, creating numerous logistical and financial challenges.

Complete the upgrade of the Closed Circuit TV (CCTV) system to improve security and facilitate the disciplinary process.

## Significant Changes in Results to be Delivered in FY2007

The goal will be to maintain all programs and services relevant to protecting the public. A strong focus will be on efforts to contain costs as well as to find efficiencies and realignment opportunities to meet fiscal realities.

## Major Component Accomplishments in 2005

Achieved the National Institute of Ethics Certification of Integrity Award. Making it the first Correctional Agency to be nationally recognized. This award of certification signifies that the Department has made sufficient progress in its three-year Integrity Plan and is committed to completing the requirements of the plan.

Installed and implemented the Digital Law Library System.

The Chaplaincy program opened up a Faith-based Residential program called the Transformational Living Community at the Palmer Correctional Center. This program is now in it's second year of operation. Thirty-two residents occupy one complete housing unit in this intensive 12-18 month therapeutic program. All program costs, including staffing, are funded by private sector donations through Alaska Correctional Ministries. Since its inception there has been a total of 24 graduates.

Completed the expansion of the Alaska Correctional Industries program at the Hiland Mountain Correctional Center.

Completed a study to create a baseline for minimum staffing standards for all institutions.

## Statutory and Regulatory Authority

- 1) Probation, Prisons and Prisoners (AS 33)
- 2) Welfare, Social Services and Institutions (AS 47)
- 3) Corrections (22 AAC)
- 4) Health and Safety (AS 18)
- 5) Create Corrections (EX.OR.55)
- 6) Criminal Law (AS 11)
- 7) Public Finance (AS 37)
- 8) State Government (AS 44)

### Contact Information

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**Institution Director's Office  
Component Financial Summary**

*All dollars shown in thousands*

	<b>FY2005 Actuals</b>	<b>FY2006 Management Plan</b>	<b>FY2007 Governor</b>
<b>Non-Formula Program:</b>			
<b>Component Expenditures:</b>			
71000 Personal Services	378.6	463.8	493.1
72000 Travel	42.1	33.4	33.4
73000 Services	165.0	381.8	662.4
74000 Commodities	18.1	14.5	14.5
75000 Capital Outlay	0.0	0.0	0.0
77000 Grants, Benefits	0.0	0.0	0.0
78000 Miscellaneous	0.0	0.0	0.0
<b>Expenditure Totals</b>	<b>603.8</b>	<b>893.5</b>	<b>1,203.4</b>
<b>Funding Sources:</b>			
1002 Federal Receipts	0.0	163.6	163.6
1004 General Fund Receipts	603.8	729.9	1,039.8
<b>Funding Totals</b>	<b>603.8</b>	<b>893.5</b>	<b>1,203.4</b>

**Estimated Revenue Collections**

<b>Description</b>	<b>Master Revenue Account</b>	<b>FY2005 Actuals</b>	<b>FY2006 Management Plan</b>	<b>FY2007 Governor</b>
<b><u>Unrestricted Revenues</u></b>				
None.		0.0	0.0	0.0
<b>Unrestricted Total</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b><u>Restricted Revenues</u></b>				
Federal Receipts	51010	0.0	163.6	163.6
<b>Restricted Total</b>		<b>0.0</b>	<b>163.6</b>	<b>163.6</b>
<b>Total Estimated Revenues</b>		<b>0.0</b>	<b>163.6</b>	<b>163.6</b>

**Summary of Component Budget Changes  
From FY2006 Management Plan to FY2007 Governor**

*All dollars shown in thousands*

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
<b>FY2006 Management Plan</b>	<b>729.9</b>	<b>163.6</b>	<b>0.0</b>	<b>893.5</b>
<b>Adjustments which will continue current level of service:</b>				
-Technical Adjustment - Heating Fuel Funding to Spring Creek Correctional Center	-70.7	0.0	0.0	-70.7
-Technical Adjustment - SB170 Criminal Law/Sentencing authorization to Anchorage Correctional Complex	-54.6	0.0	0.0	-54.6
-FY 07 Wage Increases for Bargaining Units and Non-Covered Employees	8.5	0.0	0.0	8.5
-FY 07 Health Insurance Cost Increases for Bargaining Units and Non-Covered Employees	1.0	0.0	0.0	1.0
-FY 07 Retirement Systems Cost Increase	15.5	0.0	0.0	15.5
-FY2007 Wage, Health Insurance, Retirement, and Risk Management Increases for Division of Personnel	0.8	0.0	0.0	0.8
<b>Proposed budget increases:</b>				
-Increased Heating Fuel Costs for 24-hour Institutions	405.0	0.0	0.0	405.0
-Risk Management Self-Insurance Funding Increase	4.4	0.0	0.0	4.4
<b>FY2007 Governor</b>	<b>1,039.8</b>	<b>163.6</b>	<b>0.0</b>	<b>1,203.4</b>

**Institution Director's Office  
Personal Services Information**

<b>Authorized Positions</b>			<b>Personal Services Costs</b>	
	<b>FY2006 Management Plan</b>	<b>FY2007 Governor</b>		
Full-time	6	6	Annual Salaries	306,198
Part-time	0	0	COLA	8,678
Nonpermanent	0	0	Premium Pay	0
			Annual Benefits	189,553
			Less 2.25% Vacancy Factor	(11,329)
			Lump Sum Premium Pay	0
<b>Totals</b>	<b>6</b>	<b>6</b>	<b>Total Personal Services</b>	<b>493,100</b>

**Position Classification Summary**

<b>Job Class Title</b>	<b>Anchorage</b>	<b>Fairbanks</b>	<b>Juneau</b>	<b>Others</b>	<b>Total</b>
Administrative Clerk III	2	0	0	0	2
Administrative Manager III	1	0	0	0	1
Criminal Justice Planner	1	0	0	0	1
Division Director	1	0	0	0	1
Secretary	1	0	0	0	1
<b>Totals</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>